

J.P. Morgan
38th Annual Healthcare Conference
January 2020



Disclosures

- > Any statement concerning Management's expectation with respect to future results is a forward looking statement based upon the best information currently available to Management and assumptions Management believes are reasonable, but Management does not intend the statement to be a representation as to future results.
- > Future results are subject to risks and uncertainties, including the risk factors described in the Company's filings with the Securities and Exchange Commission, which include those in the Form 10-K for the year ended December 31, 2018. Actual results in the future may differ materially from Management's current expectations.
- > These forward-looking statements are made based upon our current expectations and we undertake no duty to update information provided in this presentation.
- > This presentation contains financial measures that are not calculated in accordance with U.S. generally accepted accounting principles ("GAAP"). These non-GAAP financial measures should be considered supplemental to, and not as a substitute for, or superior to, financial measures calculated in accordance with GAAP. Our management believes that the non-GAAP data provides useful supplemental information to management and investors regarding our performance and facilitates a more meaningful comparison of results of operations between current and prior periods.
- > Our non-GAAP financial measures include revenue presented on a constant currency basis, which uses the average exchange rate for revenues from the prior year applied to the current year results.

Today's Agenda



ICU Medical: a Global Leader with Focus and Scale



We are a \$1.2 billion global company with the #1 or #2 share position in each market segment we serve in the US and the only company focused exclusively on providing IV therapy products and services across the continuum of care



IV Consumables – 41%

Products Include: Gravity sets, needlefree connectors, closed system transfer devices (CSTD), peripheral IV catheters, & disinfectant IV caps



IV Solutions – 28%

Products Include: Sterile solutions, irrigation solutions, and certain nutritionals



IV Systems – 27%

Products Include: Large volume, ambulatory, and PCA pumps, dedicated sets, safety software with EHR interoperability, and field service



Critical Care – 4%

Products Include: Hemodynamic monitoring systems for patient fluid assessment, advanced sensor catheters, pressure transducers


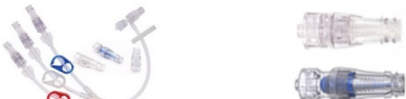



Note: Business unit mix reflects the Non-GAAP revenue contribution for the three months ended September 30, 2019



Broad Product Offering Delivers Compelling Value

ICU Medical provides leadership positions in the largest infusion categories, offering customers an end-to-end solution.



Product Category	IV Solutions	IV Sets and Needlefree Connectors	IV Oncology CSTDs	Infusion Pumps	IV-EHR Interoperability
US Market Position	 #2	 #1	 #1	 #2 (Tie)	 #2
Type of Market	Mature	Mature / Still-Developing Segments	New Category Creation	Mature	New Category Creation
US Market Size	\$1.5B	\$1B	>\$400M	\$1.2B	>\$400M
Differentiation	Commodity		More Differentiated		Most Differentiated

Notes:

1.) US Market Size based on the Company's estimates

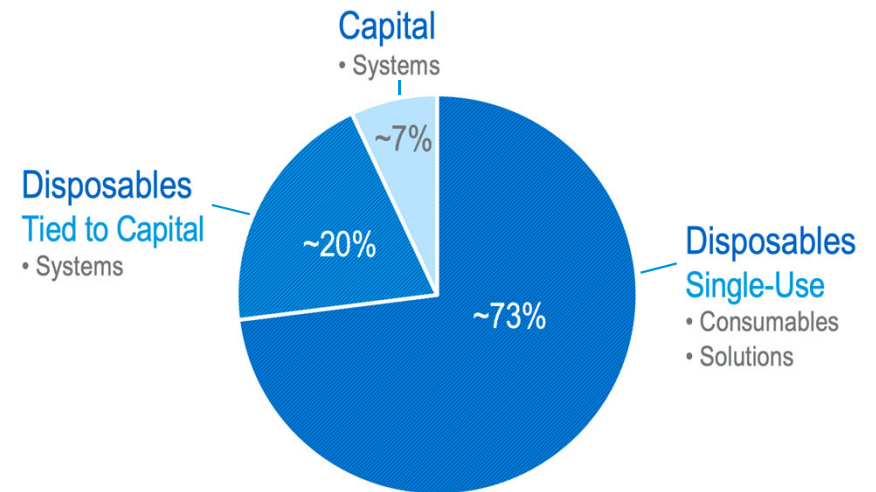


Overview – Key Financial Data



Financial Overview	
Share Price (1/10/20)	\$187.45
Diluted Shares Outstanding (09/30/19)	21.5 M
Diluted Equity Value	\$4,030 M
Net Cash & Investments	\$275 M
Enterprise Value	\$3,755 M
US Revenues (~72%)	\$ 876 M
Revenues OUS (~28%)	\$ 338 M

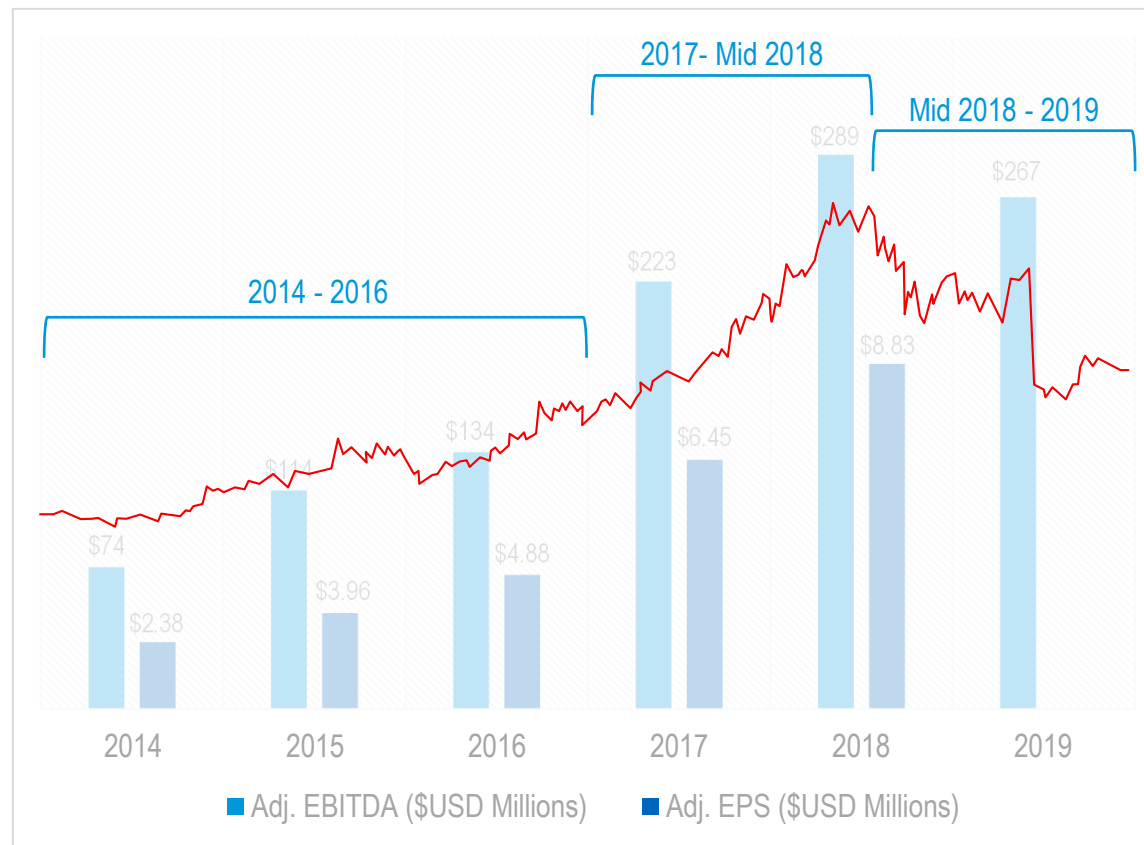
Strong Disposables Profile



Notes:

- 1.) Net cash and investments reflects 12/31/19 guidance provided on the Company's 11/11/19 third quarter earnings conference call
- 2.) US and OUS revenue figures and capital / disposables mix reflect Non-GAAP actual results for the trailing twelve months ended 9/30/19

Overview – Recent History



2014 - 2016

- > Focused on commercial execution
- > Diversified customer base
- > Warm-up M&A

2017 - Mid 2018

- > Stepped into our customer (Hospira) to solve concentration risk
- > Benefited from significant industry shortages in IV solutions
- > Rebased cost position, executed OUS integration in ~20 countries
- > Continued to feel historical losses in pumps

Mid 2018 - 2019

- > IV Solutions shortage environment flipped to surplus
- > Undertook massive US integration/cutover
- > Began to stabilize our business
- > Continued to feel the runoff of legacy Hospira tail

Notes:

1.) 2019 EBITDA reflects midpoint of the Company's guidance of \$260M - \$275M

Overview – Industry and Company Landscape



Industry:

- > Consolidated industry structure
- > Hard to reproduce manufacturing assets
- > Recurring revenues with sticky market share absent unique events
- > Regulatory tailwinds in oncology
- > International conversion to pumps albeit more fragmented
- > Emerging software opportunity

ICU Medical:

- > A focused pure play infusion asset with a full solution from pharmacy to nursing
- > #1 Consumables global market share
- > High quality products that were commercially mismanaged
- > History and commitment to innovation
- > No debt, ~\$13/share in cash
- > Significant capital expenditures made into manufacturing
- > Incentives aligned with shareholder interests

IV Consumables

Enhancing patient safety by helping reduce CRBSIs and catheter occlusions with clinically-proven connectors



MicroClave®
Neutral Displacement
Connector



Clave Neutron®
Needlefree Catheter
Patency Device



NanoClave®
Specialty Care Products and
Configurations

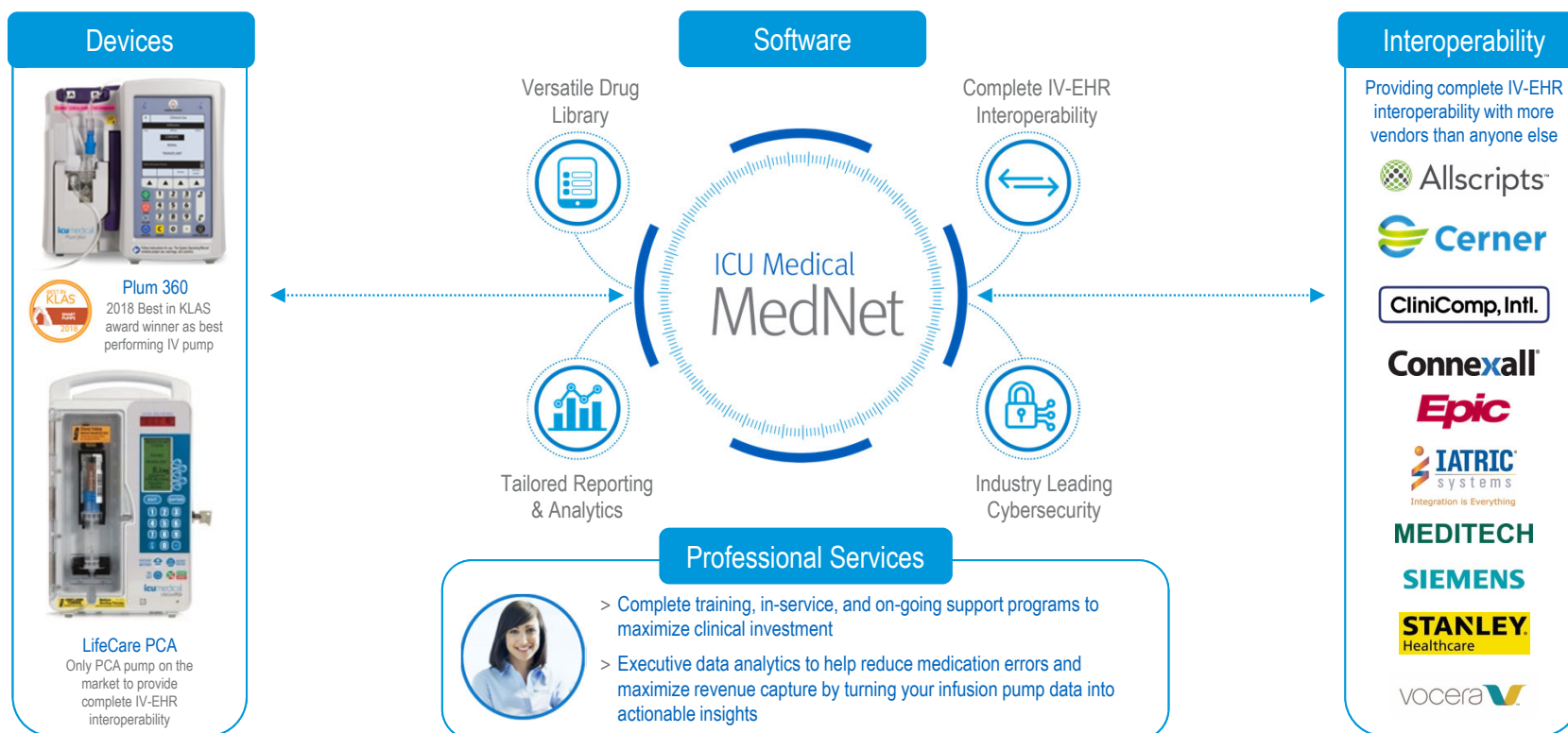
A consistent clinical protocol is used across the entire Clave portfolio to reduce the risk of clinical error, enhance patient safety, and cut training time

Clinicians Around the World Choose
Clave Technology
More than Any Other Brand



IV Systems

Enabling cost-effective increases in the safety, accuracy, and efficiency of IV medication delivery



IV Systems – External Validation of the Plum 360 Infusion System



Theme

Independent Body

Status

Safety & Security



- Co-developed new Cybersecurity Standard with UL
- Plum 360 and MedNet – First and only IV system to meet new standard

Clinical Leaders



- Several new 2019 IV smart pump guidelines are unique to underlying Plum 360 technology

Hospitals (Customers)



- Plum 360 recognized by customers as the top IV smart pump for both 2018 and 2019

Technical

ECRI Institute

- Received a 5-star rating – highest ever for an IV pump and ahead of all competitive pumps



Value Driver – Oncology

ICU Medical provides clinically preferred oncology products into markets with evolving regulatory guidelines



- > Closed System Transfer Devices (CSTD) ensure outside contaminants do not compromise drug sterility and hazardous vapors do not escape which can harm clinicians and patients.

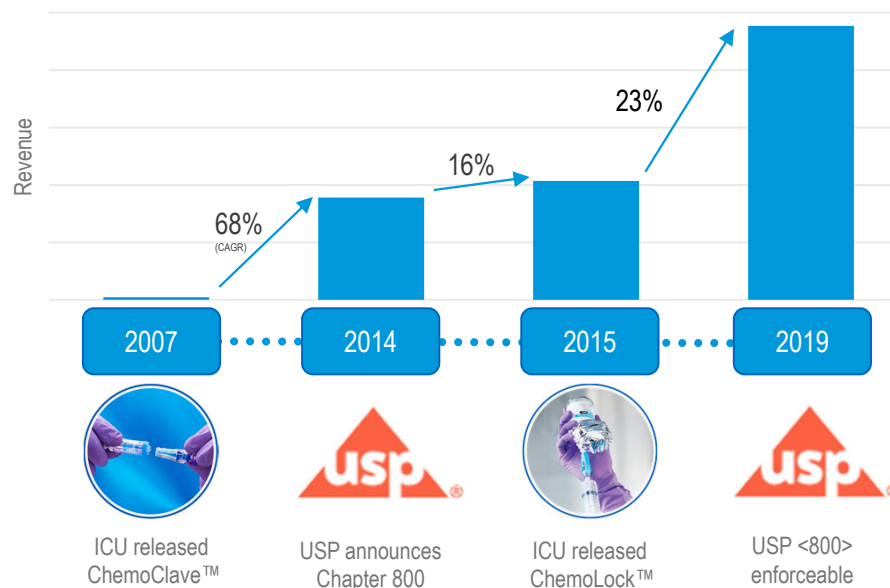
- > Regulations such as USP <800> have increased awareness of the dangers of hazardous drugs which has driven CSTD adoption.
- > USP <800> is expected to act as a global standard for hazardous drug delivery in the future.



ICU Medical's ChemoLock™ is the most clinically preferred CSTD

- > Easiest to use CSTD on the market with a simple Click-to-Lock design
- > Membrane-to-membrane connection ensures nothing gets in and nothing gets out

ICU Medical Global Oncology Growth
2007-2019



Value Driver – Oncology



Only ICU Medical can provide a complete, next generation medication delivery solution for Pharmacy and Nursing

- > From Preparation to Administration, ICU Medical allows facilities to seamlessly integrate with Hospital EHRs which will optimize the process of Oncology medication delivery

The ICU Medical Value Proposition in Oncology



Enhance Safety



Improve Efficiency



Maximize Profitability

Pharmacy



Future Innovation
Diana Compounding Workflow
System

Market leading CSTD position leveraged to add value with “smart” pumps in Pharmacy and Nursing



ChemoLock
Preferred in Pharmacy



ChemoClave
Preferred in Nursing

Nursing



Future Innovation
Integration with Infusion Pump

Value Driver – Specialty Consumables

November 4, 2019

ICU Medical, Inc. to Acquire Pursuit Vascular, Inc.

Upfront purchase price is \$75 million with a potential earn-out payment in 2021

The addition of Pursuit Vascular's ClearGuard HD is a natural extension of ICU Medical's needlefree IV connector and other infection control technologies, which together will provide best of breed solutions.



ClearGuard™ HD Antimicrobial Barrier Caps

- > The first and only device that kills infection-causing bacteria inside a hemodialysis catheter to help prevent catheter contamination
- > Reduces central-line associated bloodstream infections by approximately 70% when compared to current products^{1,2}

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human connections

¹ Cluster-Randomized Trial of Devices to Prevent Catheter-Related Bloodstream Infection, Steven M. Brunelli, David B. Van Wyck, Levi Njord, Robert J. Ziebol, Laurie E. Lynch and Douglas P. Killion, JASN April 2018, 29 (4) 1336-1343; DOI: <https://doi.org/10.1681/ASN.2017080870>

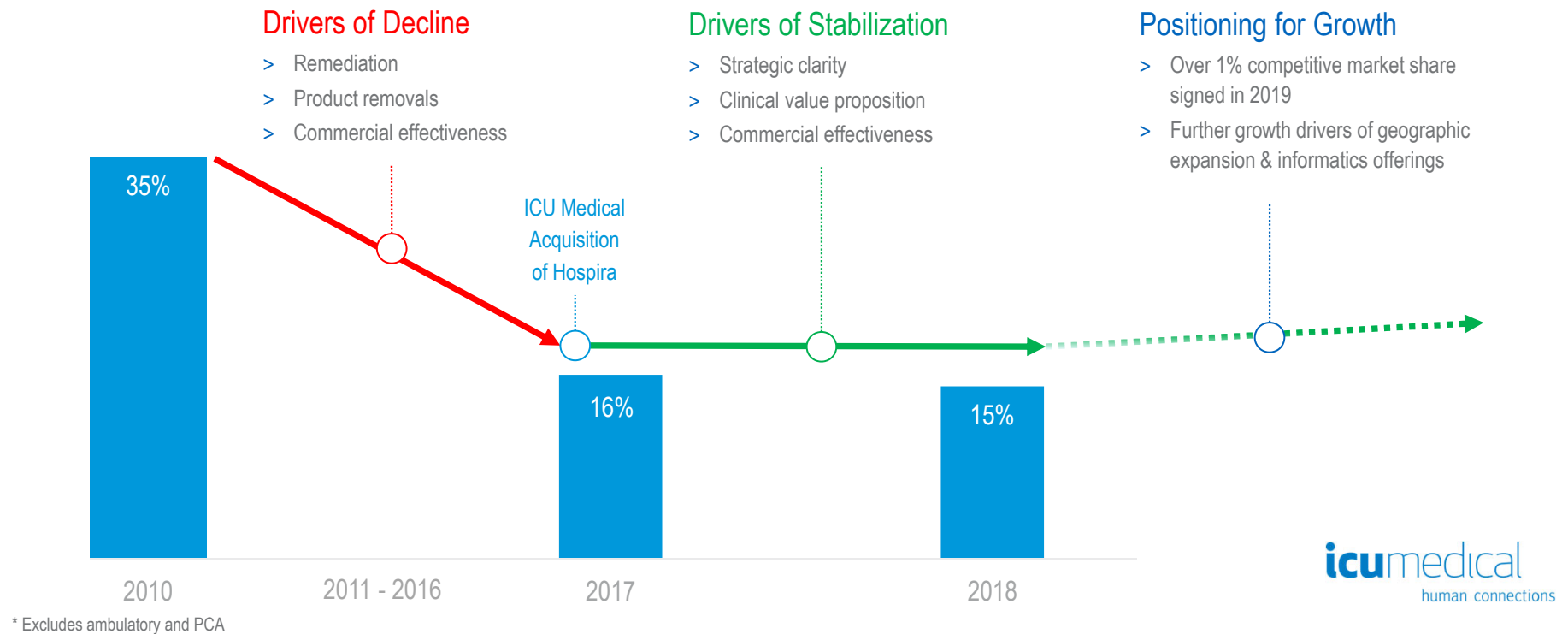
² Dialysis Catheter-Related Bloodstream Infections: A Cluster-Randomized Trial of the ClearGuard HD Antimicrobial Barrier Cap, Jeffrey L. Hymes, MD, Ann Mooney, MSN, RN, CNN, Carly Van Zandt, MS, Laurie Lynch, PhD, Robert Ziebol, BS, and Douglas Killion, MBA, Am J Kidney Dis. 2017;69(2):220-227

Value Driver – LVP Stabilization / Growth*

U.S. LVP market share has stabilized after 10+ years of consistent declines

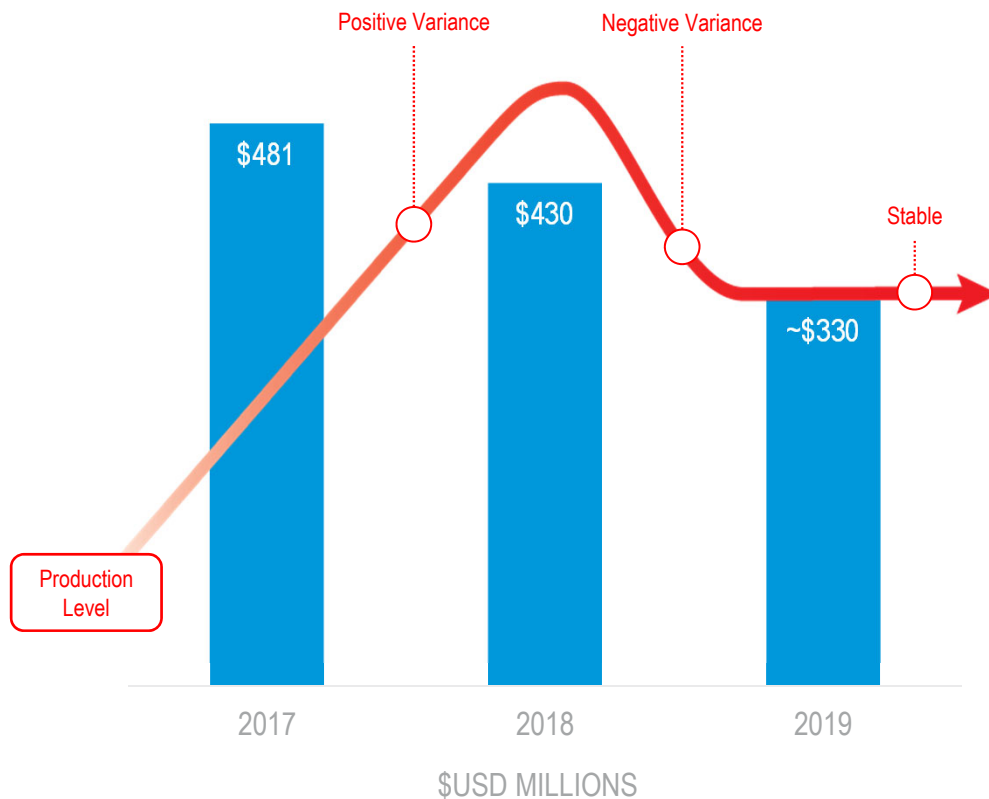


ICU Share in U.S. LVP market %



Value Driver – IV Solutions Stability

Revenue vs Production



2019 Intervention

Overestimated demand – did not assume return to below pre-shortage levels

- > Adjusted production
- > Destroyed inventory
- > Addressed negative cost absorption
- > Absorbed Pfizer commitments

Today we hold:

- > Highest quality customer book
- > More committed units under contract but at lower ASP
- > Lowest percentage ever of non-contracted business

Notes:

1.) IV Solutions revenue figures are presented on a Non-GAAP basis

Value Driver – Standardizing IV Therapy Across the Continuum of Care



Pre-Acute Care

- > Physician Office/Clinic
- > Urgent Care Center
- > Ambulatory Procedure Center
- > Outpatient Cancer Center
- > EMS/Ambulance Service



Acute Care

Post-Acute Care

- > Inpatient Rehabilitation
- > Outpatient Rehabilitation
- > Extended Care Facility
- > Skilled Nursing Facility
- > Home Health and Hospice



IV standardization with ICU Medical helps enhance patient and caregiver safety and increase training efficiencies across the continuum with minimal disruption to current clinical practices and workflow

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Summary – Value Drivers

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Management's view of value creation

- > Grow our differentiated businesses of IV consumables and LVP
- > Find stability in IV solutions
- > Optimize our supply chain cost base for revised view on IV solutions
- > Get back to strong FCF generation as integration fades
- > Deploy capital successfully



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